VIRGINIA IT AGENCY

Commonwealth IT Project Manager Orientation

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VITA Project Management Consultant

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INTRODUCTION

Welcome!

1. Name

2. Agency

3. Length of time with Commonwealth

4. Describe Project Management Experience

OBJECTIVES

• Go over background and policies to explain where project Oversight and Governance (O&G) was derived from and clarify the responsibilities of PMD

• Explain what an individual needs to accomplish to be qualified as the Project Manager on a Commonwealth-level project

• Highlight the difference between Group 1 and 2 agencies

• Cover the different category levels for projects and what documentation is required for each category

• Review a project's lifecycle and explain each phase in detail from Investment Business Case to Project Closeout

BACKGROUND AND POLICIES

HOW DID WE GET HERE?

- In January 2003, the Joint Legislative Audit and Review Commission (JLARC) completed a study that identified a history of Commonwealth IT project failure.

- Why were the Commonwealth IT Governance and Oversight model and the Commonwealth Project Management (CPM) methodology initiated?

<u>IT Project Failure!</u>

- Projects were poorly funded or ill-conceived
- Projects were not supported by stakeholders
- Agencies applied an immature or inappropriate technology
- Projects did not use a proven project management methodology
- Agencies did not have an experienced and skilled project manager
- No clear connection between the project and agency objectives
- Projects had no clear return on investment

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IT GOVERNANCE AND OVERSIGHT KEY TERMS
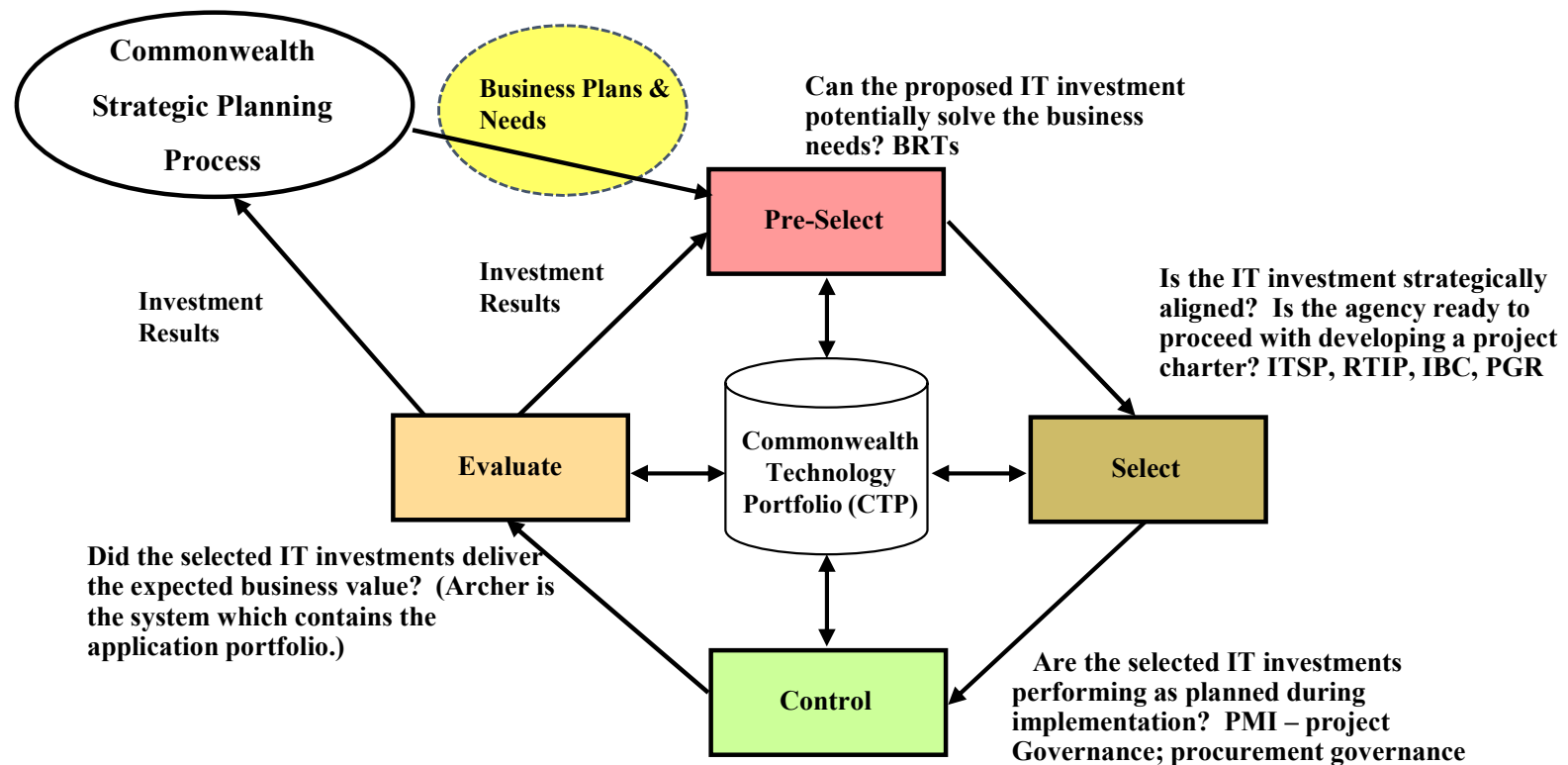
Governance -

The development and management of consistent, cohesive policies, processes, and decision-rights for a given area of responsibility.

Oversight –

Management by overseeing the performance or operation of a person or group.

WHAT IS ITIM

ITIM is a methodology for managing IT Investments

Commonwealth Strategic Planning Process

Business Plans & Needs

Can the proposed IT investment potentially solve the business needs? BRTs

Pre-Select

Investment Results

Investment Results

Is the IT investment strategically aligned? Is the agency ready to proceed with developing a project charter? ITSP, RTIP, IBC, PGR

Evaluate

Commonwealth Technology Portfolio (CTP)

Select

Did the selected IT investments deliver the expected business value? (Archer is the system which contains the application portfolio.)

Control

Are the selected IT investments performing as planned during implementation? PMI – project Governance; procurement governance

IT GOVERNANCE AND OVERSIGHT- ITIM DIVISION

The IT Investment Management Division is responsible for:

- **Agency IT Strategic Planning**

- **CTP Planview E1**

- **Recommended Technology Investment Projects (RTIP) Reports**

- **Agency IT procurement reviews (PGRs)**

- **Investment Business Case approvals**

- **Technology Management policy, standard and guideline development**

- **CIO, Information Technology Advisory Council (ITAC) and Sec. of Administration support**

COMMONWEALTH TECHNOLOGY PORTFOLIO (CTP)

Planview Enterprise One™

The Commonwealth Technology Portfolio is built on Planview E1, and is an online repository for agency information technology investments in the Commonwealth. Information from the system is used to:
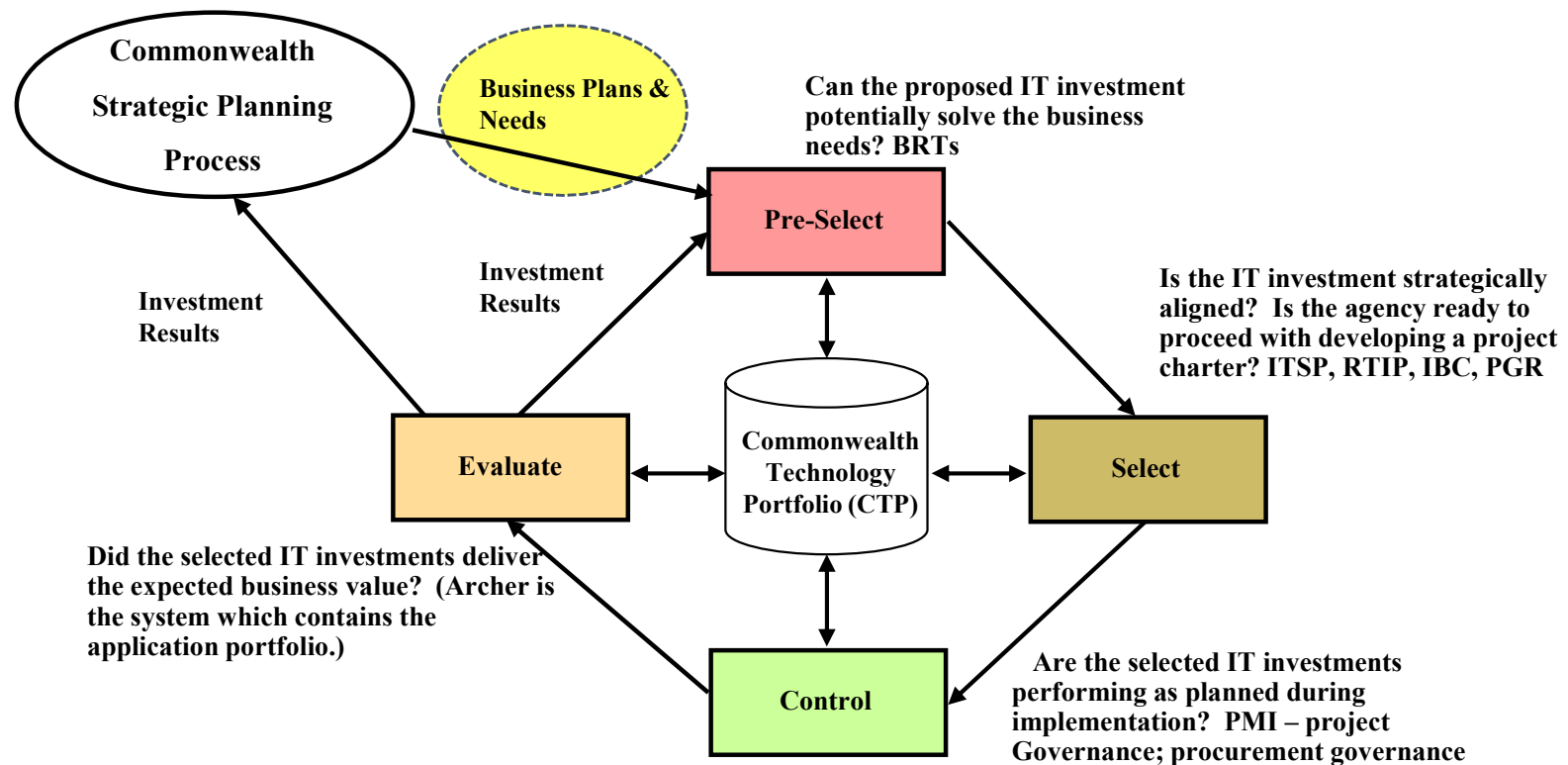
- Support both Commonwealth and agency IT strategic planning

- Better inform and standardize the overall Commonwealth IT Investment Management process

- Improve IT investment decision making

- Allow agencies to share information about their current portfolios

BUSINESS REQUIREMENTS FOR TECHNOLOGY

- BReT: Business Requirements for Existing Technology
  - Release upgrades/Specialized hardware/Software upgrades/Infrastructure/Contract renewals
  - Business requirements for supporting existing technology
    - e.g., maintaining an existing legacy application etc.
- BRnT: Business Requirements for New Technology
  - Business requirements for NEW FUNCTIONS
  - No technology answer at this time
  - New for agency
    - e.g., adding new functionality to an existing app, implementing support for new business functions or reorganizing existing business functions

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IT GOVERNANCE AND OVERSIGHT-PMD

Under the direction of the Secretary of Administration and the Commonwealth Chief Information Officer (CIO), the Commonwealth Project Management Division (PMD) implements an enterprise strategy for the effective and efficient management of information technology investments.

PMD responsibilities:

- **Agency project oversight and reporting**
- **Project Approvals and Closure**
- **Agency project management training, consulting, and assessment**
- **Independent Verification & Validation (IV&V)**

Unlike most state agency divisions, the roles and responsibilities of PMD are established in the *Code of Virginia*.

PMD CONSULTANTS

Name	Email
Chris Hinkle (Director)	chris.hinkle@vita.virginia.gov
Pat Reynolds	patrick.reynolds@vita.virginia.gov
Chris Chappell	chris.chappell@vita.virginia.gov
Melissa Mutter (Manager)	melissa.mutter@vita.Virginia.gov
Patty Samuels	Patty.Samuels@vita.virginia.gov
Barbara Bronson	Barbara.Bronson@vita.virginia.gov

Link to find your PMD Consultant and ITMD Consultant:
CAMs and Other VITA Contacts | Virginia IT Agency

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PROJECT CATEGORIES

Commonwealth Level Project Categories 1-4				
		Complexity:		
		High	Med	Low
Risk:	**High***	1	1	1
	Med	2	2	3
	Low	3	4	4
Limited Oversight and Agency Level Project:		n/a	n/a	n/a

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IT PROJECT MANAGER

QUALIFICATION

PROJECT MANAGER QUALIFICATION-OBJECTIVES

- Improve project management performance
- Establish a community of qualified IT Project Managers with appropriate balance of training and experience
- Address *Code of Virginia* mandate

Training

Ability

Experience
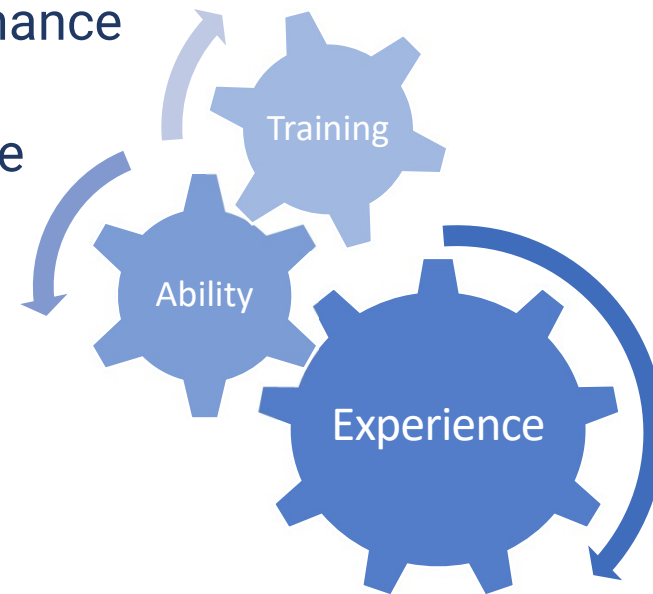
§ 2.2-2008. Additional duties of the CIO relating to **project management**.

The CIO shall have the following duties relating to the management of information technology projects:

§ 2.2-2008.2. Establish minimum qualifications and training standards for project managers.

PROJECT MANAGER QUALIFICATION

- The Project Manager Selection and Training Standard requires the project manager candidate to successfully pass two qualification exams – Level One and Two. (Depends on category of the project)

- Project Management Professional (PMP®) certification from the Project Management Institute supersedes the requirement for Level Two.

- Complete this class

PROJECT MANAGER QUALIFICATION-EXAM

- The exam is provided over the Internet using a secure Learning Management System (LMS).

- The quizzes are open book .

- Each exam is broken down into sections called quizzes.

- Each quiz has 16 multiple choice questions pulled randomly from a question pool.

- Project manager candidates must achieve a passing score for each quiz of 75% and an overall passing score to meet the qualification standard.

EXAM-LEVEL ONE

Level One Exam: Managing IT projects in the Commonwealth:

1. Project Manager Qualification and Selection
2. Project Initiation
3. Project Planning
4. Project Execution and Control
5. Project Closeout

- VITA Project Management Exam 1

Note: The Exam costs $100

EXAM-LEVEL TWO

Level Two: Supporting IT Project Management Knowledge Areas:

1. Project Scope Management
2. Project Time Management
3. Project Cost Management
4. Project Quality Management
5. Project Communication Management
6. Project Risk Management
7. Project Procurement Management
8. Project Stakeholder Management

Note: The Exam costs $100

HIGH RISK PROJECT MANAGERS

- Project managers assigned to high-risk projects must meet the following criteria:

- Active PMI Project Management Professional (PMP) or PMI Agile Certified Practitioner (ACP) certification

- Documented risk management experience

- Completion of a CAT 1 or 2 Commonwealth project of $5M or more, or completion of a non-COV project with a value greater than $10M as PM of record.

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MAINTAINING PM PROFICIENCY

Commonwealth IT PM Qualification <u>becomes dormant </u>3 years after:

1. Successfully passing PM Qualification Exam – Level One

   Or, if applicable,

2. The closeout date of a Commonwealth-level (Category 4, 3, 2, or 1) IT project in which the candidate was the designated PM

RECAP

- Everyone takes exam 1

- Exam 2 required for Cat 1, 2, or 3 (W/O PMP)

- Everyone takes this class

- CCWA administers test – note their hours of operation

- Open book – open notes

- Test can timeout if it sits idle too long

- Keep PMQR updated with experience and trainings you complete

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IT PROJECT MANAGEMENT

POLICIES, STANDARDS

AND GUIDELINES (PSGS)

AND PROJECT LIFECYCLE

VITA PSG's

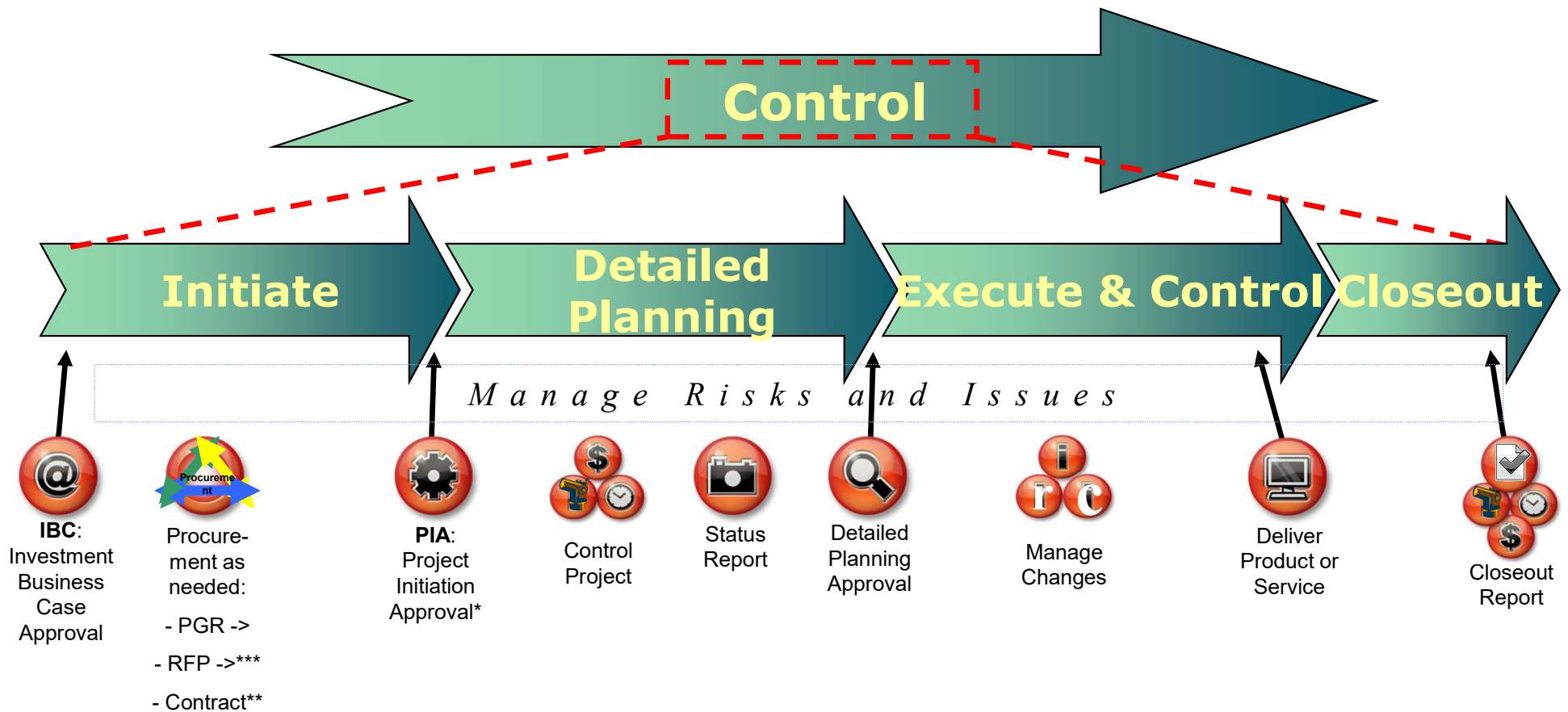Commonwealth Project Management Guideline (CPM 110-05)

Project Management Standard (CPM112)

Project Manager Selection and Training Standard (CPM111)

Information Technology Investment Management Standard (CPM-516)

[Policies, Standards & Guidelines | Virginia IT Agency](#)

CPM METHODOLOGY

Control

Initiate

Detailed Planning

Execute & Control

Closeout

Manage Risks and Issues

IBC: Investment Business Case Approval

Procure-ment as needed:

- PGR ->

- RFP ->***

- Contract**

PIA: Project Initiation Approval*

Control Project

Status Report

Detailed Planning Approval

Manage Changes

Deliver Product or Service

Closeout Report

*NOTE: Projects are designated "active" upon Project Initiation Approval.

**NOTE: Contract/SOW may only be signed AFTER Project Initiation Approval.

***NOTE: RFP's cannot be released until you have an approved PGR and IBC approval.

PROCUREMENT GOVERNANCE REQUEST (PGR)

- VA Code 2.2-2012 states that the CIO shall review, and approve or disapprove, all executive branch agency procurements of information technology, including approval of all agreements and contracts prior to the execution of the procurement

- A form in CTP that documents the proposed procurement method, estimated cost, and funding source of a project. A PGR is reviewed by ITIMD, then Supply Chain Management (SCM), Enterprise Architecture (EA), the Project Management Division (PMD), Security, and COV RAMP. A recommendation is then made to the Commonwealth CIO for approval or disapproval

- Project Manager does not have access to add or edit a PGR, only the AITR can perform these functions
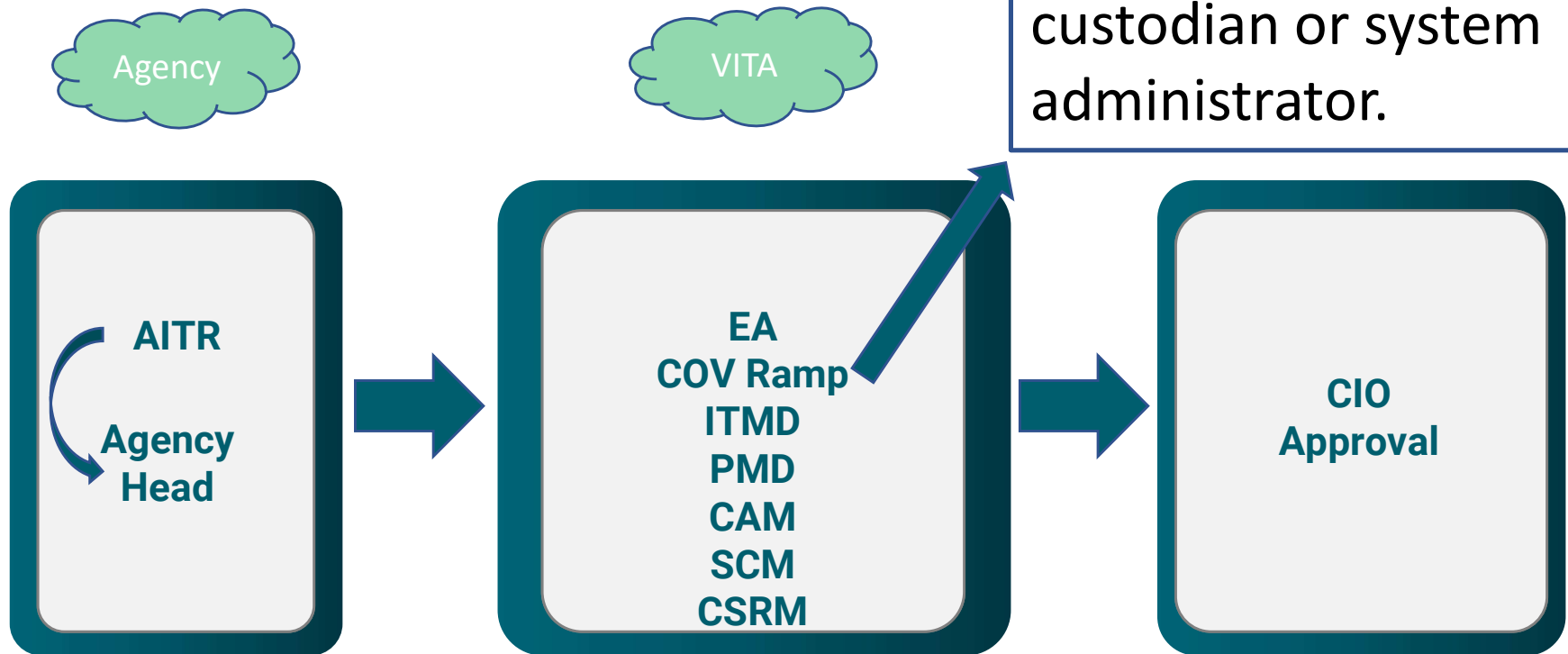
PRE-INITIATION PLAN FOR PGR's

Steps in getting a finalized contract signed:

1. AITR submits PGR and VITA approves
2. Agency drafts request for proposal (RFP), sends to VITA to comment and approve
3. RFP sits on the street for 30-60 days
4. Agency receives responses to RFP and reviews
5. Evaluation team reviews RFP
6. Negotiations
7. COV RAMP
8. Cloud Terms
9. Contract goes to VITA for review and comments
10. For high-risk procurements, VITA and OAG review contract
11. Project gets PIA approval
12. Contract is signed

WHAT IS A PROJECT

- A project is a <u>temporary</u> endeavor undertaken to deliver a <u>unique</u> product, service or result.

    - <u>Temporary</u>: a definite beginning and end

    - <u>Unique</u>: different in some distinguishing way from all other products or services provided by the organization

- An activity is a project if it leads to a new product or service or the modification of an existing product or service, resulting in a new unique capability

- O&M activities, supporting an existing product or service are not projects so long as the <u>focus</u> of the activity is the continued use of the current product or service.

PROJECT CATEGORIES

Commonwealth Level Project Categories 1-4		Complexity:		
		High	Med	Low
Risk:	High*	1	1	1
	Med	2	2	3
	Low	3	4	4
Limited Oversight and Agency Level Project:		n/a	n/a	n/a

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GROUP 1 AND 2

Group 1

- Agencies falling under Group 1 will have to have full Oversight and Governance for projects $250,000 or more

Group 2

- Agencies will be evaluated for Group 2 upon request to their PMD consultant
- All agencies will be reviewed at Strategic Planning
- Agencies receiving Group 2 status are subject to only Limited Oversight on projects ranging from $250,000 to $999,999 and not full Oversight and Governance
- High level quarterly project status reporting (Limited Oversight)
  - Required for projects between $250K and $1M in CTP
- If an agency loses the $1M, they can ask for a reevaluation
- Agencies who receive Group 2 status will be reassessed by PMD periodically and have to meet the outlined criteria upon reassessment or they will go back to Group 1

LIMITED OVERSIGHT (GROUP 2 ONLY)

- All entries in CTP for limited oversight projects are done by the AITR and not the PM

- Only needs high level quarterly project status reporting

- Required only for Group 2 projects between $250K and $1M in CTP

  - Project Name

  - Brief Description

  - Budget

  - Start and End Dates

HIGH RISK PROJECTS

1. Project cost in excess of $10 million, or

2. Project cost in excess of $5 million and at least one of the following conditions

    apply:

    1. Project that is being conducted by two or more state agencies

    2. The anticipated duration of the project exceeds five (5) years

    3. The agency does not have past-performance within the last 5 years of

       successful completion of a project of similar cost or complexity

3. High-Risk projects are classified as Category 1

    1. i.e., no $10M project will be Category 2, 3, or 4.

4. PMD/CIO must approve the selection and assignment of the Project Manager for

    high-risk projects

PROJECT INITIATION APPROVAL (PIA) REQUIREMENTS

CBA (optional for cat 4)

An evaluation of the costs and benefits of alternative approaches to a proposed activity to determine the best alternative.
Not required for Category 4- but highly recommended

BCAA & Summary

Determines the best solution for our problem, judges he different alternatives on an equal playing field, and demonstrates we are ensuring we select the best solution for the business problem.

Project Charter

A document issued by the project initiator or sponsor that formally authorizes the existence of a project, and provides the project manager with the authority to apply organizational resources to project activities

Initiation Risk & Complexity

Primary driver of the level of Governance and Oversight needed for a project.
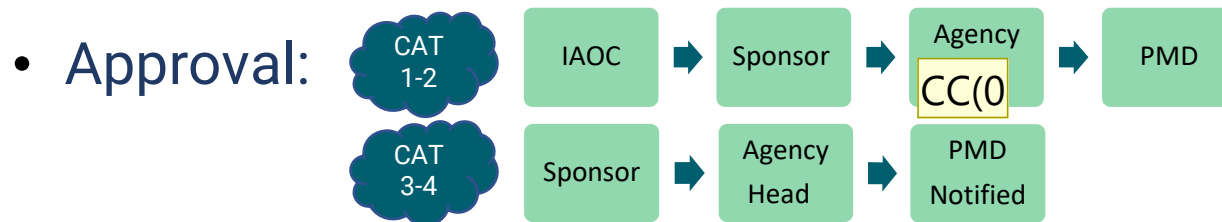
PROJECT INITIATION APPROVAL (PIA)

- PIA is when the scope schedule and budget are locked down

- Approval Gates: PM→Sponsor→Agency Head→PMD→CIO
    - SOC approval required before CIO approval for CAT 1's and 2's

- After PIA approval, official measurement of the project starts in terms of scope, schedule, and budget

- Status reporting starts the first full month following the date of PIA approval

- IV&V planning starts at this stage
    - CAT 1 & 2 six months after approval of detailed project plan and annually thereafter if project is over 12 months in duration
    - IV&V is optional for CAT 3's and CAT 4's

- <u>Contracts and SOWs cannot be signed until full PIA approval</u>

CONTRACT AND SOW APPROVAL

Agency

VITA

AITR load all documents in CTP

**EA
COV Ramp
PMD
CAM
SCM
CSRM**

**CIO
Approval**
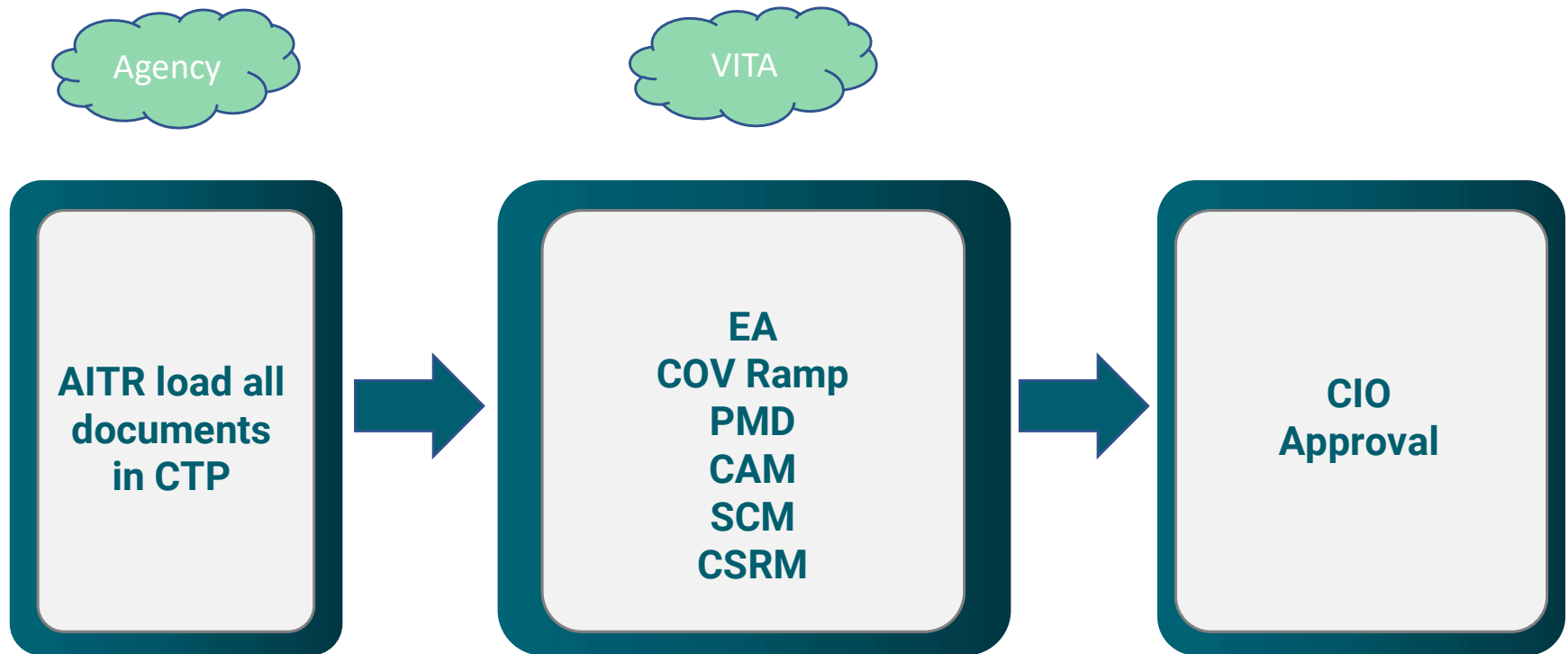
DETAILED PLANNING CC(1

- After PIA is complete the PM will then start on detailed planning which will need to be approved before execution can begin

- Approval:

| CAT 1-2 | IAOC | ➡ | Sponsor | ➡ | Agency CC(0 | ➡ | PMD |

| CAT 3-4 | Sponsor | ➡ | Agency Head | ➡ | PMD Notified |

- What's required for detailed planning depends on the Category of the project and is identified in the upcoming slides

- At the time detail planning is complete, a project may adjust the baseline according to the chart below

Category	Change %
1	15%
2	20%
3	25%
4	35%

CC(0

This isn't accurate, see page 28 of 55 in the standard. Section 5.3.3
Chappell, Chris (VITA), 2024-09-04T14:01:35.436

OD(0 0

Added that PMD approves on behalf of CIO. Were you also referring to it saying it's submitted by the Agency and not specifically not the PM? I put PM because they would be the person actually putting everything in Planview.
Oakes, Donald (VITA), 2024-09-05T00:48:11.704

CC(0 1

There's mention that the IAOC has to approve I thought.
Chappell, Chris (VITA), 2024-09-05T19:53:54.985

OD(0 2

Updated, let me know what you think.
Oakes, Donald (VITA), 2024-09-05T20:38:45.425

CC(1

Inset graphic from Barb's class on the new standard that shows the % that can be changed for 'free' at detailed planning.
Chappell, Chris (VITA), 2024-09-04T14:02:31.813

OD(1 0

Added the graphic and also bullet with wording from Standard about the "freebie"
Oakes, Donald (VITA), 2024-09-05T00:54:22.235

INITIATION: DIFFERENCES BY PROJECT CATEGORY

REQUIREMENT	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
Business Case & Alternatives Analysis	Required	Required	Required	Required
Cost / Benefit Analysis	Required	Required	Required	Not Required but highly recommended
Full-Time Project Manager	Shall, or by exception	Shall, or by exception	Shall, or by exception	Full-time not required
Project Initiation Risk / Complexity Assessment	Required	Required	Required	Required
Charter, with Project Team Organization Chart	Required	Required	Required	Required
Internal Agency Oversight Committee? (IAOC)	Required, with PMD	Required, with PMD	Required, with PMD	None; Agcy. PM Team only
(PMD): Balanced Scorecard	Required, delphi	Required, delphi	Not required	Not required
Project Initiation Approval Path:	Sponsor > Agcy Hd > SOC > PMD > CIO	Sponsor > Agcy Hd > SOC > PMD > CIO	Sponsor > Agcy Hd > PMD > CIO	Sponsor > Agcy Hd

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DETAILED PLANNING: DIFFERENCES BY PROJECT CATEGORY

REQUIREMENT	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
Project Scope & Business Objective Worksheet	Required	Required	Required	Required
Work Breakdown Structure	Required	Required	Required	Optional
Organization Work Breakdown Structure	Required	Required	Optional	Optional
Resource Plan	Required	Required	Optional	Optional
Project Schedule (CTP: "Work & Assignments")	Required	Required	Required	Required
Risk Management Plan	Required	Required	Required	Required
Communication Plan	Required	Required	Optional	Optional

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DETAILED PLANNING: DIFFERENCES BY PROJECT CATEGORY (PAGE 2)

REQUIREMENT	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
Quality Management & IV&V Plan	Required	Required	Optional	Optional
Change & Configuration Management Plan	Required	Required	Optional	Optional
Organization Change Management Plan	Required	Required	Optional	Optional
Performance Plan	Required	Required	Optional	Optional
Budget Plan (CTP: "Financial Planning Detail")	Required	Required	Required	Required
Project Plan	Required	Required	Required	Required
Planning Risk / Complexity Assessment	Required	Required	Required	Required
Detailed Planning Approval; baseline, approved by…	Up to 15% IAOC > Sponsor > Agcy Head > PMD	Up to 20% IAOC > Sponsor > Agcy Head > PMD	Up to 25% IAOC > Sponsor > Agcy Head > PMD	Up to 35% IAOC > Sponsor > Agcy Head > PMD

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EXECUTE & CONTROL: DIFFERENCES BY PROJECT CATEGORY

REQUIREMENT	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
IAOC Project Meetings	Monthly, w/PMD	Monthly, w/PMD	Quarterly, w/PMD	None; Agcy PM Team
In-Progress IV&V; to coincide with project phases	Req's within 6 mo. of planning approval and then annual if project > 12 mo. duration.	Req'd within 6 mo. of planning approval and then annual if project > 12 mo. duration.	Optional	None
Issue Log & Risk Log	Required	Required	Required	Optional
Status Report in CTP	Required; monthly	Required; monthly	Required; start, then quarterly	Required; start, then quarterly
"Nominal" Change Control Request	<15%, or 4 mo., if project is ≤ 24 mo. duration...approved by IAOC, Sponsor & Agcy Head	<20%, or 4 mo., if project is ≤24 mo. duration...approved by IAOC, Sponsor & Agcy Head	<25%, or 4 mo., if project is ≤24 mo. duration...approved by IAOC, Sponsor & Agcy Head	<35%, or 4 mo., if project is ≤24 mo. Duration...approved by Project Sponsor
"Significant" Change Control Request	>15% approved by IAOC, Sponsor, Agcy Head, SOC, CIO	>20% approved by IAOC, Sponsor, Agcy Head, SOC, CIO	>25% approved by IAOC, Sponsor, Agcy Head, CIO	>35%, approved by Sponsor & Agcy Head
Event-Driven Risk/Complexity Assessment	Required after "Significant" Change Control Request	Required after "Significant" Change Control Request	Required after "Significant" Change Control Request	Required after "Significant" Change Control Request
O&M Funding Costs Estimate	Required	Required	Required	Required

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CLOSEOUT: DIFFERENCES BY PROJECT CATEGORY

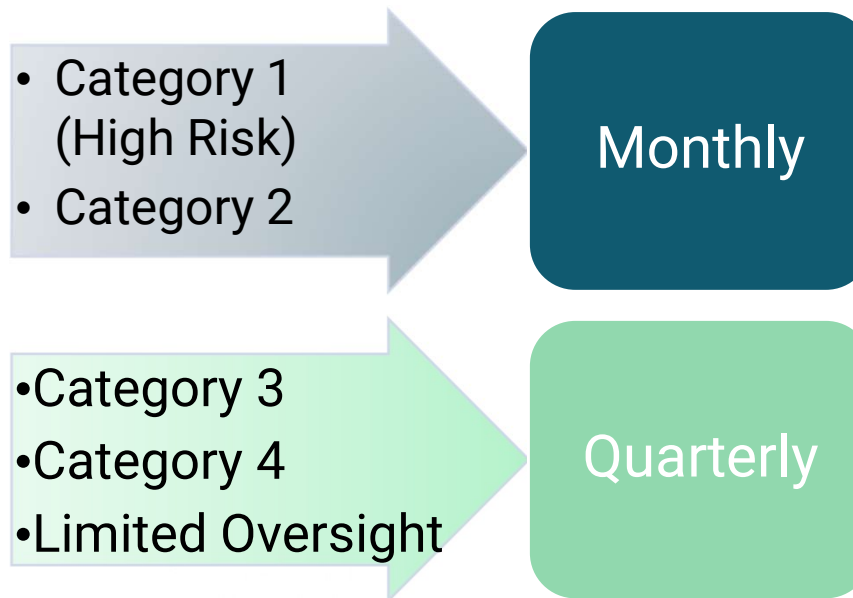| REQUIREMENT	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
Project Closeout Report	Required	Required	Required	Required

RISKS AND ISSUES

- Risk/Complexity Assessment will be done at IBC, PIA and Detailed Planning phases but risks need to be monitored throughout the entire project lifecycle

- As a part of PIA, PMD requires the PM to enter the top 5 risks and issues into CTP and update them throughout the project.

- For high-risk projects
    - Dedicated risk manager
    - Monthly risk meeting
    - Update risks/issues into CTP at least monthly
    - Risk costs and project schedule impacts included in risk data.

STATUS REPORTING

- Status Reporting will be done within CTP using the following screen:

  COV Project Status Summary

- There are 5 key status indicators that will be reported on:
  - Business goals, budget, scheduled, scope, and risks

- Category 1 (High Risk)
- Category 2

→ **Monthly**

- Category 3
- Category 4
- Limited Oversight

→ **Quarterly**

STATUS REPORTING

- Along with the COV Project Status Summary screen the other items will also have to be updated during status reporting:

  - Actual financial data using the Financials tab and Actual Project Spend view
  - Actual schedule data using the Plan tab and the Track Progress view

- Your PMD consultant will let you know when you can start your status report, please wait for their approval before starting

STATUS REPORTING

Weekly Status Reporting for Red/Yellow Projects

- For all Commonwealth level projects with Yellow status or Red status, or other projects identified by the Commonwealth CIO PMD is required to submit weekly updates. These updates will include:

  1. Communications of any factual indicators indicating that the project is not performing as anticipated for success (scope, schedule, budget)

  2. Actions required to address deficiencies

  3. Updates on the results of these actions and reassessment of status

  4. Updates on risks, issues and concerns, and mitigations thereof

CC(0   Should this be Thursday with our date moving to fridays?
Chappell, Chris (VITA), 2024-09-04T16:17:45.447

OD(0 0   Yes, updated it with Thursday per our discussion with Tiffany this week
Oakes, Donald (VITA), 2024-09-04T19:22:01.526

STATUS REPORTING EXAMPLE

Current Status	Trending
Red	Yellow

PROJECT: Network Hub Replacement

Agency: VITA
PM/O&G: Steve Smith/Chris Chappell   **Budget: $1M**

Project Goals
Mission: Deliver a network that is a one stop hub for customers and their families to coordinate and find resources as needed.

Milestones	Dates	
	Planned	Actual
Project Start	12/2023	
Phase 1 Delivery	2/2024	
Phase 1 go-live	4/2024	
Phase 2 go-live	6/2024	
UAT Testing	8/2024	
Project End	11/2024	

Critical Points
The agency has a solution for the project management guidance. Virginia Veterans Network (VVN) and Veterans Information Management System (VIMS), a case management system, are projects that are running in parallel.
• Both projects will touch all the service lines in Virginia Department of Veterans Services (VDVS). There will be critical dependencies for integrations.

Risks & Issues	Mitigation
Resource Constraints: Both business and IT staff are going to be required to complete work on both initiatives. This could create conflict with availability.	Identifying lessons learned and setting up-front expectations clearly for Phase 2 to mitigate the confusion.

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CHANGE REQUESTS

- Significant change requests are identified by using the percentages below

- Anything under percentages below are considered nominal change requests

Category	Change %
1	15%
2	20%
3	25%
4	35%

Reminder: nominal changes are cumulative

CHANGE REQUESTS

Approval of change requests:

Nominal

- CAT 1-3 Nominal: PM→IAOC→Sponsor→Agency Head→Report to PMD

- CAT 4 Nominal: PM→Sponsor→Report to PMD

Significant

- CAT 1-2 Significant: PM→IAOC→Sponsor→Agency Head→PMD→SOC →CIO

- CAT 3 Significant: PM→IAOC→Sponsor→Agency Head→PMD →CIO

- CAT 4 Significant: PM→Sponsor→Agency Head→Report to PMD

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INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

IV&V is a review of the project plans and other project artifacts by a disinterested third party to confirm the project is "doing the right thing" and doing it in the "right way"

- When an IV&V is required:
    - CAT 1-2: Within first 6 months after detailed planning approval and then annual if project is over 12 months in duration
    - CAT 3-4: Not required, but encouraged, if the project will benefit from an unbiased review

- Completing an IV&V when it's required is a factor that's looked at when evaluating your agency for Group 2 status

PROJECT CLOSEOUT

Closeout is the last phase in the Commonwealth project lifecycle and focuses on the administrative closure and documentation of lessons learned or best practices and transition to O&M

Steps for closeout:

1. PM completes closeout report in CTP

2. Lessons learned session is conducted and documented in CTP

3. PM obtains Sponsor and Agency Head approval

4. PMD consultant reviews closeout report and lessons learned, then recommends closeout

5. PMD director approves closeout on behalf of CIO

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WEBSITES

Project Management

- Commonwealth Project Management Guideline (CPM 110-05) (Word version)

- Project Management Standard (CPM112)

- Project Manager Selection and Training Standard (CPM 111)

- VITA Project Management **Exam 1** at CCWA

- VITA Project Management **Exam 2** at CCWA

COMMONWEALTH IT PROJECT MANAGER ORIENTATION

Wrap Up

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QUESTIONS

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